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ABSTRACT

The annotated bibliography contains citations on works concerned with problems of women in regard to equal employment opportunities and fair selection procedures in education, business, and industry. Over 100 entries from journals, bibliographies, dissertations, research studies, books, and reports are included. They have been drawn from the Educational Resources Information Center (ERIC), ABI Inform, and Social Science Citation Index data-based retrieval systems. Listings are included which focus on sex discrimination in employment practices, sex role stereotypes, affirmative action programs, attitudes of management, training programs, federal legislation, administrator selection, change strategies, career development, marital status, and leadership styles. The bibliography is organized according to document type, such as journal articles, bibliographies, books, or speeches. Each entry provides information on author, title, publisher, date, issue and page numbers (where appropriate), data base accession number, and abstract. Almost all entries cite publications since 1971.
(Author/AV)

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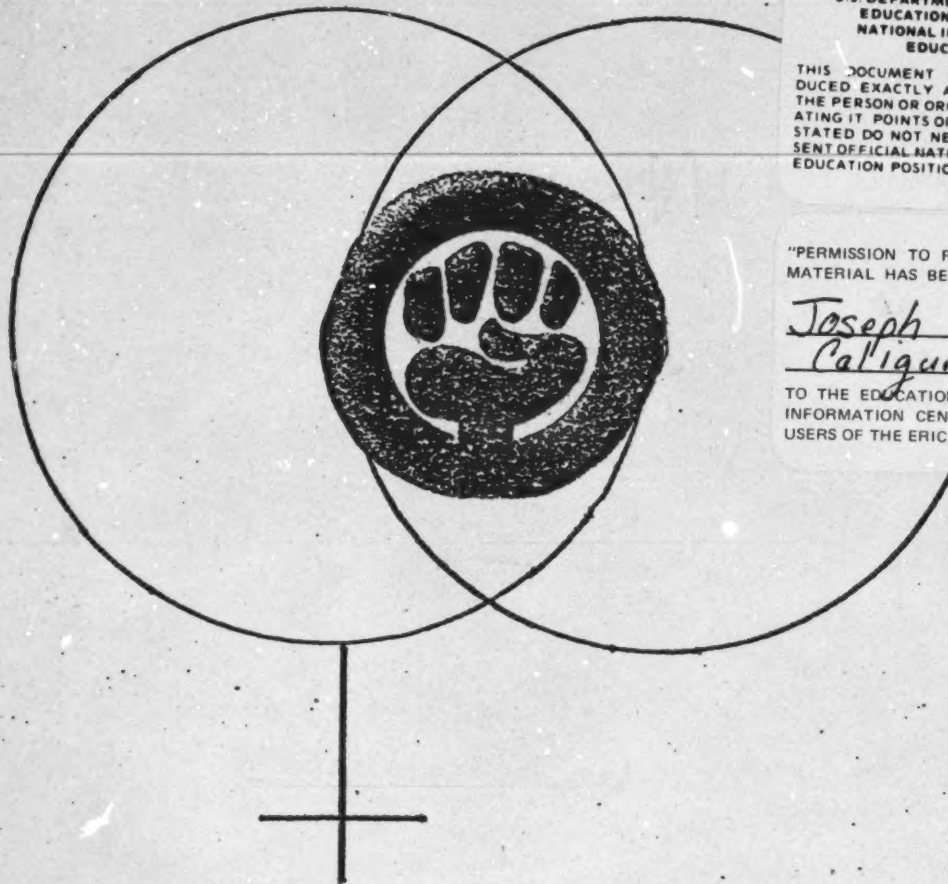
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WOMEN IN MANAGEMENT BIBLIOGRAPHY

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UNIVERSITY OF MISSOURI - KANSAS CITY

SCHOOL OF EDUCATION
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PREFACE

This bibliography on Women in Management presents abstracts from education, business and industry. Major sources are represented from journal articles, studies, papers, books and reports. The 107 abstracts are drawn from ERIC, ABI Information and Social Science Citation Index data based retrieval systems. Numerically, the abstracts include approximately 70 articles from a variety of education, business and industry journals, 2 bibliographies, 5 books, 2 dissertations, one manual, 11 papers and 16 reports, speeches, studies and surveys.

The scope of the abstracts includes education and government in the public sector, and business and industry in the private sector covering a wide range of topics, issues and problems of women in regard to equal employment opportunities and fair selection procedures.

Among the major issues and topics cited are sex discrimination in employment practices, sex role stereotypes, affirmative action programs, attitudes of management, training programs, Federal legislation, administrator selection, change strategies, career development, marital status and leadership styles.

Substantial documentation exists in regard to under-representation of women in middle and upper levels of management in education, business and industry. An overriding advocacy of the abstracts relates to broad goals and short and long range solutions to discriminatory factors operating against women in their environmental and organizational climates.

For individuals, groups and organizations facing or dealing with the economics, social and political aspects of this dilemma, a theoretical as well as a realistic perspective is essential. Rigorous analysis of the interacting parameters which directly affect the complexities involved in relationship to women aspiring to management positions/or to success as administrative officials will be a continuing need in regard to resolutions.

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ARTICLES

Academy of Management Journal

Norton, Steven D.; Gustafson, David P., et al. "Assessment for Management Potential-Scale Design and Development, Training Effects and Rater/Ratee Sex Effects." Vol. 20. N. 1. March 1977, pp. 117-131
ID No. AMA047057062 057062

After training, managers rated more consistently and less leniently than before training. Female raters were generally less lenient than male raters. This characteristic was even stronger after training than before training. One of the scales appeared to be sexually biased. Further research is planned on the actual use of rating scales. Reactions of subordinates and managers to the use of scales over time may be obtained along with the relationships between the scales and other criteria, including promotion to higher levels of management. Further applications of the case study method to train managers in the use of training scales could profit from a more sophisticated research design. An example would be for an administrator to administer two cases before the training, begin the training with a discussion of one case and readminister the second case after training for a pre/post comparison. Tables, Charts, References.

Accountancy "London"

Keenan, Denis. "Sex Discrimination Act 1975." V. 87, No. 991, March 1976, p. 66-68.
ID No. ACE056042607 042607

This act renders sex discrimination against women and men unlawful in employment, training, education, provision of goods and services, and in the disposal and management of premises. Discrimination may be either direct or indirect as when job conditions are imposed which favor one sex although not essential to the job. Areas of discrimination covered include recruitment, existing employees, discrimination by victimization, admission benefits or services in trade-unions and employer organizations, qualifying bodies or vocational training. The act extends to education, housing, goods, facilities, services and advertising. The Equal-Opportunities-Commission can investigate complaints and issue cease and desist orders.

Administrator's Notebook

Meskin, Joan D. "The Performance of Women School Administrators - A Review of the Literature." Midwest Administration Center, The University of Chicago. Vol. XXIII, No. 1.

Major research studies on actual performance of women in education administration roles from 1952 to 1965 are critiqued. Meskin's review of the studies concludes that a strong case is presented for the effectiveness of women educational administrators at the elementary school level. Setting aside the issues of equal opportunity and fair appointment procedures, women administrators warrant a greater place in the administrative hierarchy of school systems.

Advanced Management Journal

Wood, Marion M. "Women in Management - How is it Working Out?"
V. 41, No. 1 Winter 1976, p. 22-30
ID No. AMJ046040894 040894

Although a rapid rush of women into management is not expected, those who are qualified and willing to compete will find that men are ready for the change. Most challenging is the problem of working out new relationships. One study indicates that the novelty of women in management is wearing off and that status role conflicts are slowly being resolved. Yet the woman who fails is more visible and more apt to be a reinforcement to biases against her ability. In addition, males surveyed believed that most women managers are subjective in their responses to criticism. The contributions of the female manager were judged to be fresh insights and new points of view, balance to the organization and a control and softening of previously cutthroat competition.

The American Association for the Advancement of Science

Muhich, Dolores. "Sex Discrimination Patterns in Educational Administration." Published for: The American Association for the Advancement of Science Social-Psychological Prize Contest. Aug. 1974. Note 51p.
EDRC Price MF-\$0.76, HC-\$3.32 plus postage
ED 114994 EA 007739

This review focuses on women in educational administration as compared with men. Recognizing sex discrimination as an historical fact, the author begins by discussing some of the current psychological effects of cultural conditioning, examines the counselor role with high school seniors who express an interest in executive and organizational activities, and then turns to those problems encountered in admissions to college and in obtaining financial aid while pursuing the degree. Finally, she deals with the employment conditions existing after the earning of one or more advanced degrees and relating to recruitment, promotions, salary increases, tenure and trends for the future. (Author/MLF)

American School Board Journal

Collins, Lorraine. "About Those Few Females Who Scale the Heights of School Management," 163;6; 24-27, June 1976
EJ 139361 EA 507265

Women administrators characteristically bring a distinctive and valuable background to their positions as high-echelon school district managers because of the comparatively (to men) humble route they take to the top. (Author).

American Vocational Journal

Matthews, Mildred. "The Life and Times of a Woman Administrator."
50; 6 36-7, 39, Sept. 1975.
EJ 123740 CE503693

The author describes her two experiences as acting director of vocational education in Alaska and gives some pointers on how to survive as a female intruder in the male world of deans and directors. (Author)

Atlanta Economic Review

Athanassiades, John C. "Myths of Women in Management - What Every Businessman Ought to Know About Women But May Be Afraid to Ask."
V. 25, No. 3 May-June 1975. p. 4-9.
ID No. AEC065030588 030588

Today women are reduced in status based on false rationalizations. In fact, myths are the products rather than the cause of discrimination. At the root of sex discrimination are the social and economic gains that men derive from this relationship. Ambitious women will continue to meet resistance in their efforts to gain access to organizational hierarchies as long as organizations require stability and expect docility from their members. Thus women executives must defeminize themselves and avoid stimulating competitiveness among the males in the organization and thus accentuate male insecurity. Unfortunately, these women must themselves become as docile and uninspired as the typical organization man or else risk damaging the stability of the organization. These conditions will continue as long as men remain insecure, locked in the organizational hierarchies of fear. References.

Banking

"The Screw Tightens on Bank Promotions." V. 68, No. 12, Dec. 1976,
P. 12.
ED No. BNK027053170 053170

The increasing pressure on banks to promote more women to management positions is being complicated by several factors. First, the number of upper level management jobs is limited and unless promotions to males are frozen, there will not be an adequate number of jobs to promote women to. Second, while women are suing now on grounds of sex discrimination, a freeze on male promotions may also result in discrimination suits from the other side. Cutbacks in the workforce have also resulted in discrimination charges as women and blacks are often the last hired, therefore, the first fired. To counter this trend, it has been proposed that the Equal Employment Opportunity Commission invalidate all seniority systems that fail to reflect an area's labor market. Employment patterns would be set according to sex and race percentages.

Bulletin of the Association of Departments of Foreign Languages

Oster, Rose-Marie G. "The Claremont Women Administrators Program: The Grooming of an Administratrix," 7; 1; 39-42, September 1975.
EJ 124307 FL 507986

While underlining the need for more women in administrative positions in higher education, the paper describes the Claremont Women Administrators Program, a three-year pilot program offering practical experience in academic administration to women qualified for administrative careers. One internship is described in detail and the program is evaluated. (CLK)

The Business Quarterly

Pie, Bette. "Affirmative-Action - Can the Voluntary Approach Work." V. 41; No. 1 Spring 1976, p. 15-19.
ID No. BSQ076044277 044277

The movement in Canada to erase employment discrimination against women has taken the direction of "Affirmative Action" in which employers are helped to voluntarily correct discrimination in their businesses. The Provinces deal with discrimination questions in business. Ontario has established the Women's Bureau to help assess the situation within companies and to establish a long-range program to voluntarily remedy discrimination. A Consultant from the Bureau works with company management in gathering and analyzing data, developing a plan of action, implementing the plan, and making reviews and assessments of progress. Business prefers this voluntary course, as opposed to the U. S. mandatory approach and, although it is too early for conclusive results, many companies are receptive to the movement.

The Business Quarterly

Bennett, James E. "Equal-Opportunities for Women - Why and How Companies Should take Action." V. 40, No. 4 Winter 1975, p. 22-29.
ID No. BSQ026039285 039285

A Canadian study of women in the labor-force found that there has been little progress made by women in entering male-dominated fields, such as management, and that there is also a big gap between the salaries of men and women. This is due to the large influx of women into the job-market and because of discrimination. Companies should assess the current situation of discrimination against women in their firms, and try to understand the reasons underlying it. They must promote equal-opportunity policies and rules, stress recruiting and internal opportunities for women, increase the number of skilled women in their firm and try to change attitudes within their companies. A program to implement these corrective actions has been developed and is also discussed. Table.

Business Week

"How a Social Conscience Shapes Banking.: No. 2297, Sept. 15, 1973.
p. 140-141
ID No. BWE 093011167 011167

Banks are highly visible symbols of the U. S. Economic System - all the more so as they have grown huge, gone into more fields and sought the

business of consumers as well as giant corporations. So the protests against the system during a decade of social upheaval have increasingly come in the form of pressure on the banks - sometimes peaceful, sometimes violent, but invariably forceful enough so that bankers have had to listen. Bankers find themselves under acute pressure to make loans not because they would yield the most but because they are socially desirable. To refuse loans to companies that pollute or make war materials and to countries that practice outright discrimination. To vote the shares held by their trust departments against management and for proposals backed by environmentalists and minority groups. Similarly, bankers are under pressure to hire more blacks and women - and to promote them rapidly. The problem lies in balancing these demands for money with the obligation to stay profitable enough to be able to attract capital.

Business Week

"Several More Slaps at Bias in Business." No. 2334, June 8, 1974, p. 28-20.
ID No. BWE074019524 019524

A handful of far-reaching court decisions and decrees in the past couple of weeks have made it clear how far the laws reach - in mandating equal pay for women doing "men's jobs", in opening up management jobs for women, and in requiring older employees to be kept on during a layoff. In a case appealed by Corning Glass works, the Supreme Court ruled for the first time on the equal pay act of 1973 - and said, in effect, that it was illegal to pay the women working daytime shifts less than was paid men for doing the same work at nights, even though the pay differential had originated years ago when women were forbidden to work nights and Corning had to pay more to men to take these jobs.

Business Week

"Up the Ladder, Finally.: No. 2408, Nov. 24, 1975, p. 58-68
ID No. BWE125037125 037125

Women are rising faster up the corporate ladder now due to legislation prohibiting sex discrimination and a change in prejudicial social attitudes against women. Women now constitute 15 percent of entry management, 5 percent of middle-management, and 1 percent of top management. Women face the most opposition within middle-management where they often meet resistance from male chauvinism. They may experience conflicts between their jobs and home lives, as well. Most have fewer children than other women and have them later in life. The female executive's greatest problem is that she does not have a role model upon which to pattern her actions. Also women must work much harder than their male counterparts in order to prove themselves. Chart.

California Journal of Teacher Education

Cirincione-Coles, K. "The Administrator: Male or Female?" 2; 4; p. 83-92
Spring 1975.
EJ 128622 SP 504004

Cites studies showing women to be as good as or better than men as school principals, and calls for affirmative action to include more women in school administration. (CD) 9

Canadian Business Review

McLaughlin, W. Earle, "Women in Business - Policies of Three Canadian Corporations." V. 2, No. 3 Summer 1975 p. 8-11
ID No. CAB056042854 042854

The Royal Bank of Canada, Canadian National, and Bell Canada have all adopted policies to integrate women more closely and equally into their organizations. The Royal Bank has adopted a comprehensive benefits package that eliminates any form of sexual discrimination. However, with respect to career opportunities, much work remains to be done. Canadian National hired outside consultants to identify problem areas and recommend action programs. A non-discriminatory policy has been adopted, awareness sessions for managers have been initiated, and a full time coordinator of female resource development has been appointed. Bell Canada has adopted an affirmative-action plan which assures that women are given equal opportunity to advance in the company, that women are made aware of the need to upgrade their qualifications, and that management training courses are open to women. A tracking system shows both the total number of opportunities utilized and the resulting profile changes.

Canadian Training Methods

Roberts, Imla. "Women in Management; Revolution or Evolution?"
6; 3; 22-23, Oct. 1973.
EJ 087370 CE 500210

Obstacles to managerial advancement for women tend to fall into one of three categories, here described as "self-imposed", "tradition" and "competition". (SA)

Canadian Training Methods

Roberts, Imla, Stengels, Marit. "Right On: Seminars for Women in Management; Rip Off: Seminars for Women in Management." 7; 3; 16-17, October 1974.
EJ 108678 CE 502185

Two trainers offer radically different views on the validity of women-only seminars in the training of women for management. Ms. Stengels objects to the further segregation of women from "the party with the most power". Ms. Roberts emphasizes the development of awareness and confidence possible in a risk-free atmosphere. (AJ)

Canadian Training Methods

"Women in Management, or Who Want to Be, Speak Out." 6; 4; 17-18
December 1973.
EJ 089200 CE 500398

Statements by women who have taken management and supervisory courses reveal varying degrees of acceptance of women in those roles. Those who have been accepted enjoy their work; those who have not been accepted admit to frustration or resignation. (AG)

Catalyst for Change

Wain, Judith, "Attitudes of Teachers Toward Women School Administrators And the Aspirations of Teachers for Administrative Positions in the State of Minnesota. 5; 1; p. 18-19, February 1976.

Catalyst

"Moving Women Up." A Catalyst Occasional Paper. New York, N.Y. Publ. Date 1974, Note 18p. Available from Catalyst, 14 E. 60th Street, New York, N.Y. 10022 (\$1.25) Document not available from EDRS
ED 128607# CE 007897

Powerful pressures are compelling company officers and managers to take a long, careful and objective look at their women employees. The effects of legislation and legal action, the perception of what is right and fair, and corporate concern with profit and public image are among the factors that are fostering employer interest in the critical issue of moving women up. When women are offered an opportunity to move up, some feel ambivalent, while some men face conflicts. Inner conflict exists because in our culture both men and women are caught up in a dilemma bred of old assumptions that men are most capable of leadership, competitiveness, objectivity, rationality, and emotional control - qualities deemed necessary for the management role. Counter productivity of some companies has been perpetuated through their practices, policies, and assumptions about women. History demonstrates that changes in behavior can bring about change in attitudes, particularly where discrimination of any type is concerned. An improved climate for increased productivity of women is now being looked at. Positive statements can set the tone for constructive steps to move women up. (Specific practices and programs are listed that are designed to bring about changes toward the goal of full utilization of competent persons.)

Chemical Week

"Lights, Camera, Affirmative Action." Feb. 2, 1977, p. 39
ID No. CEM027053831 053831

Judging female workers by non job related criteria in making promotion decisions can boomerang and bring a firm a large discrimination settlement, as is shown in a management training program called Boomerang. Boomerang is mainly based on eight five-minute films. The Keeton/Leopold Associates (Chicago) program, like others in the field, stresses the practical effects of the equal employment opportunity act. This Act's recent emphasis is following down the corporate ladder the responsibilities of persons making 'people decisions'. Most programs admit the law is complicated, but try to present the basic underlying principles of it as they relate to stereotyping and subconscious bias. Essentially, any personnel decision must be objective, uniformly applied, consistent in its effect, and have job relatedness. Most programs try to explain the idea and the manner of compliance.

College and Research Libraries

DeFichy, Wendy. "Affirmative Action: Equal Opportunity for Women in Library Management." 34; 3; 195-201. May 1973.
EJ 080090 LI 503030

Women can achieve equal opportunity in library management through Affirmative Action Committees. Several steps are suggested: the determination of present status; assessment of library policies affecting hiring, parental leave and promotion; some strategies to attain managerial positions. (21 references) (Author).

Computerworld

McNurlin, Barbara C. "EEO Commitment Can Erase DP's Anti-Women Bias." V. 10, No. 39, Sept. 27, 1976, p. 28.
ED No. COW106048414 048414

Systematic discrimination is still occurring in employment practices as a result of seemingly neutral employment practices that unintentionally perpetuate discrimination. There are mixed reports as to how much of it exists in data-processing. DP is not a traditionally male or female field. In this type of profession, women are likely to work through the system to break down barriers that inhibit upward movement. There is, however, systematic discrimination in DP, and few women are in the higher positions of computing. Intrinsic changes are needed to offer equal opportunity to the women involved. The changes must occur at corporate level - 1. Create a positive corporate environment. 2. Resocialize the attitude of men. 3. Train women for management. Top management must exercise a genuine commitment to EEO. Putting qualified women into management is an obligation.

Computerworld

Stone, Jack. "Survey Data Reveals Strong Bias In DP Management." VII, N. 11, March 14, 1977, p. 19.
ID No. COW047056968 056968

Results from a survey on sex bias in DP Centers reveals that a strong bias indeed exists in DP management. Selected comments from readers regarding women in DP management include 1. 'I have personally found that - women are somewhat suspect until they prove themselves, if a woman is determined she can get into management, a number of women refuse to accept 'nonfemale' jobs and work at not succeeding.; 'It takes extra inner strength to be different and to be an aggressive female.' s. 'All of our management and programming positions are held by men. Despite the affirmative action rules, the old attitudes toward women prevail. 3. 'I have had to fight against the feelings of some of our staff that I should do our secretary's job when she is absent, simply because I am a woman.' 4. 'Older management continues to display a lack of understanding - if we can't call them girls, what should we call them - boys.'

Computerworld

Stone, Jack, "Survey Responses Show Diverse Views on Sex Bias." V. 11, No. 8, Feb. 21, 1977, p. 17
ID No. COW047055854 055854

Many responses were received in a recent survey on sex bias within the data processing profession. Some women expressed the viewpoint that they had been able to succeed in business but they had to overcome many obstacles to do this. Examination of the numbers of women in data processing staffs of most companies showed that few companies had good representation, especially in management position. Some companies expressed concern that they were now being asked to establish quotas regardless of the skills of potential employees. Some also questioned the value of moving secretaries into DP positions, although other respondents stated that this move is becoming an increasingly natural one due to the word processing skills of secretaries.

Dun's Review

Meyer, Pearl. "Women Executives are Different." V. 105, No. 1, Jan. 1975
p. 47-48
ID No. DM1015025974 025974

Despite EEOC action, women in management are as they were five years ago - only five percent. The ratio of male to female corporate chief-executives is a sexist 600-1. Women in management are in low visibility positions. Part of the problem lies in management's offers of similar but quantitatively less benefit-packages to women. New standards for executive performance militate against women. The EEOC has filed 250 discrimination suits, but none will have the impact of Patterson vs. American Tobacco -- which requires American Tobacco to hire a woman or minority person for its next supervisory vacancy in Richmond, Va. It must hire women and minorities until employment approximates their population levels in Richmond. The woman has higher salary and pension needs, different insurance needs, percent at least in terms of beneficiary clauses and maternity leaves and different fringe benefit desires.

Education Canada

Lupini, Dante, "Women in Administration -- Where Are They?", 15; 4; p. 17-22. Winter 1975
EJ 137319 AA 522654

There is inequality in most school systems, the author says. He takes a look at the problem, analyzes some of its possible causes and makes some pertinent suggestions. (Editor).

Educational Horizons

Diamond, Helen. "Wanted More Women in Management." 53; 3; p. 125-28, Spring 1975.
EJ 137347 AA522682

Author discussed industry's need to fulfill its supply of competent managers. She suggested what companies can do to stimulate the utilization of women's talents as managers. A program was described starting with an appraisal of a company and how women can fit into the program. (RK)

Educational Leadership

Dale, Charlene T. "Women are Still Missing Persons in Administrative and Supervisory Jobs." 31; 2; p. 123-27, November 1973.
EJ085571 AA 516949

Article considered the reasons why so few women are employed as superintendents, high school principals, and in other administrative and supervisory positions within the educational community. (Author/RK)

Family Coordinator

Garrison, Martha L. "Credit-Ability for Women." 25; 3; p. 241-248,
July 1976
EJ 142711 CG 510690

Although the implementation of the Equal Credit Opportunity Act by November 1975, prohibits discrimination because of marital status or sex, women applicants may need to continue to educate creditors as to their credit-ability. The author offers specific procedures women might follow to establish credit. (Author)

Harvard Business Review

Rosen, Benson J., Erdee, Thomas H. "Sex Stereotyping in the Executive Suite." V. 52, No. 2 March/April 1974, p. 45-58.
ID No.HBR054017498 017498

Even though most managers might think that they make decisions and evaluations that are not sexually biased, just the opposite is probably the case. A recent survey that had the participation of 1500 HBR subscribers suggests that even the best-intentioned managers often fall back on timeworn ideas of what is the proper role for men and women. Both in the home and on the job. If the survey findings are indicative of what occurs in most American companies, the authors concluded that many women do not receive the organizational support that their male counterparts automatically experience. Frequently there is a time lag between the statement of a managerial policy and its implementation. This phenomenon appears to be particularly true with regard to the acceptance of women in management positions. Responses indicated that there is a greater organizational concern for the careers of men than there is for those of women, and there is a degree of skepticism about women's abilities to balance work and family demands.

Humanist Educator

McLure, Gail T., McLure, John W. "Women and Educational Administration," 14; 4; p. 188-193, June 1976.
EJ 142614 CG510593

After presenting reasons for the decline in the number of women educational administrators, the article summarizes strategies to improve opportunities for women in this field. Questionnaire respondents (N=75) concluded that changes were needed most in formal training programs and inservice/preservice preparation to improve educational administration opportunities for women (Author/HLM).

Indus. + Labor Relations Review

Flanders, Dwight P., Anderson, Peggy E. "Sex Discrimination in Employment, Theory and Practice." V. 26, No. 3, April 1973, p. 938-955.
ID No. ILR000009205 009205

Relatively little is known about statistically significant differences between male and female inputs and what explains the variances in the male/female input ratios. The fact that differences do exist among industries, firms, departments of firms and levels of authority in departments is well documented. To capture some of these differences, an empirical study was made of certain large firms and their personnel departments, annual salaries, educational levels, work experience patterns and age patterns of males and females were compared. Little interview evidence was offered that female productivity was low enough to justify salaries so much lower than those of male counterparts in personnel management. Responses indicated firms either believed or rationalized women's traits, rather than their work or their nonwage costs as the factor affecting salaries and promotions.

Innovation

Knudsen, Kristin, Gould, Karolyn. "The Rise of Womanagement."
No. 24, September 1971, P. 14
ED No. AB100001710 001710

As women enter the male-oriented and dominated ranks of management, companies are changing. Some are adopting as to a threat, others see a chance for corporate enrichment. Companies moving towards a post-authoritarian age in which employees are not dominated - they will employ women more creatively. However, today little is known by male management on how to tap the resources of women-management. Department of Labor says a woman will make 3,200 less than a man in the same job category. Despite the stumbling block and thought myths, women are getting management positions. Also 1,300 charges of discrimination have been filed. For a corporation to hire women they must first prepare themselves to use her talents in the best means not a token effort. There will be a need for interaction between male and female managers to achieve development. In all, attitudes will need to be changed for the woman.

Integrated Education

Weinberg, Meyer, and others. "Chronicle of Race, Sex and Schools."
June-July 1974." 12; 5; p. 9-14, September/October 1974.
EJ 105104 UD 503139

Summary of news excerpts on School Integration. Court litigation, civil rights and sex discrimination in the following states: Alabama, California, Delaware, Georgia, Kentucky, Maryland, Michigan, Missouri, New Jersey, New York, Pennsylvania, and Rhode Island (RJ).

Journal of the American Association of Collegiate Registrars and Admissions Officers

Bruker, Robert and others. "The Role of Women in Management in our Profession -- Three Points of View." 50; 1; p. 46-59, February 1974
EJ 106055 HE 505796

Journal of Business Education

Burkhead, Marie. "Underrepresentation of Women in University-Sponsored Management Development Programs." 48; 3; p. 109-110 December 1972.
EJ 070302 VT 504443

Journal of Contemporary Business

Polachek, Solomon W. "Occupational Segregation - An Alternative Hypothesis." V. 5, No. 1 Winter 1976, p. 1-12.
ID No. CMB046041616 041616

Whereas most theories of sex-discrimination center on demand aspects of the problem, an alternative theory is posed based on supply differences within the labor-market, with a concentration on the occupational position of women. Other forces, besides those of market discrimination, namely, expectations of being out of the labor-market, account in part for differences of occupational distribution. Females with little time out of the labor-force tend to be employed in managerial and professional jobs, while females with long periods out of the labor-force tend to be employed in menial occupations. This behavior is consistent with life-style optimization. Evidence is presented to indicate that sex differences begin within the educational system, before entry into the labor-market. Implications regarding governmental policy are important, some equal-employment-opportunity legislation may be resulting in production process, inefficiencies if supply considerations play a role in occupational segregation. Tables.

Journal of Contemporary Business

Wells, Theodora. "The Covert Power of Gender in Organizations." V. 2, No. 3, Summer 1973, p. 53-68
ID No. JCB 113011894 011894

The gender power built into the structure of organizations reflects the way we value and use the capabilities of both sexes. Present patterns of management provide such a powerful, pervasive, familiar picture that we hardly notice what is missing. To visualize three out of eight of the top positions filled by women is virtually inconceivable to most people. Yet, that would be the equitable distribution of organizational power based on women's participation in the work force. Similarly, it is difficult to imagine other categories, such as office and clerical, now being filled by as few as 40% women. The patterns of sex-typed jobs is so prevalent in our work organizations that they seem ordinary and credible. That there is anything covert about these patterns seems unlikely because they are so patently overt. Yet what seems so overt is maintained by a complex web of covert patterns that fit into the self-concepts of many employed women. As a result, the dynamics of covert discrimination can continue without her questioning its rightness.

Journal of Marriage and the Family

Rosen, Benson and Others. "Dual-Career Marital Adjustment - Potential Effects of Discriminatory Managerial Attitudes." 37; 3; p. 565-572, August, 1975.
EJ 125596 CG 509256

A survey-experiment was conducted with a national sample of managers and executives. Results reflected a pattern of discrimination based on (1) less managerial confidence in the ability of women to balance home and career responsibilities; and (2) less expectation that career women's husbands should sacrifice for the sake of their careers. (Author).

Journal of the NAWDAC

Garson, Helen S. "Hurry Up Please It's Time." 38; 4; p. 168-172, Summer 1975
EJ 122201 CG 508929

Describes the problems females face in being professionals in a "man's world." Considers females in higher education in particular. (EJT)

Journal of the NAWDAC

Palmieri, Patricia, Shakeshaft, Charol Smith. "Up the Front Staircase - A Proposal for Women to Achieve Parity with Men in the Field of Educational Administration." 38; 2; p. 58-64, Winter 1976.
EJ 134202 CG 509828

The various sexist attitudes and prejudices responsible for the decline of women's roles in educational institutions are discussed. Several suggestions are made to help women assert their rights and aspire as well as try to assume administrative positions. (SE)

Journal of the NAWDAC

Van Meir, Edward J. "Sexual Discrimination in School Administration Opportunities." 38; 4; p. 163-167, Summer 1975.
EJ 122200 CG 508928

Discusses reasons why women are being underutilized as administrators. Also explores attitudes about women and men as elementary principals. (EJT)

Journal of Teacher Education

Brown, Patricia; Davies, Hopkin, "Sexism in Education A review of the ERIC data Base." 26; 4; p. 356-9 Winter 1975.
EJ 128681 SP 504072

The Labor Gazette

"Advanced Human-Relations for the Enlightenment of Labor and Management."
V. 73, No. 7, July 1973, p. 452-455
ID No. LG103011446 011446

The changing work ethic, union autonomy, and discrimination against women and minorities were among the main topics at the eighth Annual Conference on Human Relations, held by the Canadian Council of Christians and Jews. Younger workers, the new significant minority of the labor force are no longer willing to accept dull, repetitive jobs. Young people are becoming increasingly distrustful of the motives of business and labor leaders. Unions must acknowledge the need for job enrichment, management must place a higher value on human assets. Appreciation must be shown. Not just in monetary ways, but also in ways that satisfy the inner man. A new bill will be introduced shortly to give the Canada Labor Code more teeth in the areas of sex, age, and marital status. A significant proportion of complaints about discrimination come from landed immigrants. Employers frequently hire immigrants for dirty jobs or low-paying jobs.

Long Range Planning

Helps, Ian G. "Discriminating Against Women in Employment." V. 8, No. 1
Feb. 1975, p. 3-13.
ID No. LRP075032005 032005

Discrimination against women can be exerted through employment discrimination, wage discrimination, occupational discrimination, monopoly power discrimination and human-capital discrimination. In the UK the main instrument of legislation has been the equal pay act, the purpose of which is to eliminate discrimination between the sexes in regard to pay and other terms of employment by establishing the right of women to equal treatment for equal work. Other legislative proposals for the further elimination of discrimination are under consideration. It is increasingly being realized that discrimination involves a considerable waste of resources. Enterprise manpower management must increasingly take into account, the pressures leading to greater opportunities for women at all levels, which pressures also are being brought to bear on government and trade-unions. Tables, Chart, References.

Management Review

Ellis, Susan C. "How Polaroid Gave Women the Kind of Affirmative Action Program They Wanted." V. 62, No. 11, Nov. 1973, p. 11-15.
ID No. MRV123012775 012775

Polaroid's current approach to equal job opportunity for women is based on a report, submitted by the women employees themselves, on their status within Polaroid. The women, who had been meeting for some time after work hours to discuss how they could encourage management to deal with ongoing sex discrimination, were asked by management to research their status at Polaroid and to report their findings to the company's personnel policy committee. Polaroid now has a women's action plan based on the recommendations

of the Women's Task Forces and the Committee. The Plan is increasing the representation of women in every job area. Certain inequities in policy have been changed. For example, the discriminatory policies concerning child-bearing and obstetrical coverage were amended to assure equitable treatment. Two major barriers remain before women will gain equity. One is the male stereotype of the female worker - the second barrier is the woman herself, not yet convinced she can hold a management position.

Marketing News

"Women's Progress in Management to Take Time and Self Study." V. 10, No. 16, Feb. 25, 1977, p. 3
ID No. MNW037055326 055326

The slow progress of women toward top management positions in their companies is only in part a matter of discrimination against them. Another major factor is that the women's movement is new enough that women executives lack "appropriate managerial experience" and have not been working long enough to "develop the skills for senior level posts". The impact of women in corporate life is still in the early phase of steep growth. That means a period of transition and any kind of transition means change which means uncertainty. Before women can exert full impact on corporate life, they must find ways to expand their views of themselves, break down rigidity of tradition. Today types of women successful in business have several characteristics including - 1. They have succeeded because they have high internal standards. 2. They are willing to take risks. 3. They are willing to and do assert themselves. 4. They downplay problems of being women in business.

Nation's Schools and Colleges

Krohn, Barbara. "The Puzzling Case of the Missing Ms." 1; 3; 32-38, Nov. 1974.
EJ 105905 EA 505515

Women are scarce and getting scarcer in educational administration, but affirmative action and women's groups could eventually change that. Describes why there are so few women in educational administration, what is being done about the situation, and how to hire women administrators. (Author/DN)

National Elementary Principal

Seawell, William H., Canady, Robert Lynn. "Where Have All the Women Gone?" 53; 4; 46-48 May-June 1974.
EJ 099409 EA 505033

While women constitute a majority of all professional employees in elementary and secondary education, they are not proportionately represented in administrative positions. (Author)

OCLEA

Joyce, H. E., Ed. "Women/Leadership Development/ a Discussion....".
2; p. 10-13, September 1974
EJ 104153 EA 505320

Comprises excerpts from a discussion on issues related to women in educational administration. From an examination of "The Problem", the group moved on to consider some possible steps towards solution. (Author/MW)

OSSC Bulletin

Schmuck, Patricia A. "The Spirit of Title IX: Men's Work and Women's Work In Oregon Public Schools." Oregon School Study Council, Eugene. Vol. 20. No. 2, October, 1976, 30p. Available from: Oregon School Study Council, 124 College of Education, University of Oregon, Eugene, Oregon 97403. (\$1.50 quantity discounts). EDRS Price MF-\$0.83 HC-\$2.06 plus postage. ED 128966 EA 008743

While there is near parity in Oregon between the numbers of men and women in education, within the profession men and women are segregated by sex. It is clear that sex, more than age, experience, background or competence, is the major determinant for the occupational role an individual will hold within the profession. The purposes of this paper are (1) to explain the concept of sex role stereotyping and how it builds the behavior of men and women, (2) to illustrate how one's sex has directly affected men's and women's career paths in the field, (3) to explain how sex segregation is perpetuated, and (4) to describe the possible consequences of sex inequity in school management for the functioning of schools. (Author/MLF).

The Personnel Administrator

Kay, M. Jane. "A Positive Approach to Promoting Women." V. 20, No. 4, June 1975, p. 36-38, 59-60.
ID No. PA0085032983 032983

The emergence of women as a force in modern business has helped to dissolve some of the myths surrounding their abilities. By the same token, some of their attributes which have been deemed handicaps in the past such as their sensitivity, are uniquely suited to the current management scene. However, although women still need to prove themselves as much as possible, it is ridiculous for them to be twice as good in order to go half as far. There is a positive approach which can be followed toward the promotion of women. This approach can include the utilization of open promotion and transfer policies, eliminating male bias from job requirements, require written evaluation and comparisons, provide career counseling for women, compare progress and pay of men and women, include women in management-development and on the Board-of-Directors, utilize professional womens' organizations, assure the support of equal-opportunity by management and consider the promotion of women as a factor when appraising supervisors.

Personnel Journal

Heinen, J. Stephen and others. "Developing the Women Manager."
54; 5; p. 282-6, 297. May 1975.
EJ 118297 CE 503213

Personnel Journal

Heinen, J. S., McG; Lauchlin, D. et al. "Developing the Woman Manager."
V. 54; No. 5; May 1975, p. 828-836
ID No. PEJ065030783 030783

Women are going to move more and more into all levels of management. Management can capitalize on this potent resource. But as with any social change, the early period of adjustment is most difficult. Many managers may still maintain that special training for women is reverse discrimination, but it will be instructive for most firms to consider the methods they have used with men in their staffs who seemed to have management talent. In the case of these men, most companies take positive steps to insure that they will have the opportunity to develop skills appropriately so as to benefit the company and themselves. The same consideration should be given to women. Research indicates many talented women tend to conceal their skills in mixed sex business groups. This potentially is the group for whom specialized training is most appropriate. Probably one of a woman's most important obstacles is her own doubts about her ability and competence.
References.

Phi Delta Kappan

Bach, Louise. "Of Women, School Administration and Discipline." III
57; 7; p. 463-466, March 1976.
EJ 132531 EA 506884

If the educational leader is a woman who has overcome her usual acculturation, yet preserved her ancient heritage of empathy and nurturance, she would be an educator in the finest sense of that term: disciplined yet creative, logical yet empathetic, directive yet supportive. (Author/IRT).

Phi Delta Kappan

Cronin, Joseph M. Educating the Majority A Woman Power Policy for the 1970s." 55; 2; 138-139, Oct. 1973.
EJ 085967 EA 504233

Documents four kinds of discrimination against women in education, examines the evidence pointing up the discrimination, and offers a program for women in education to correct discriminatory practices.
(Author/DN).

Phi Delta Kappan

Lyon, Catherine Dillon Saario, Terry N. "Women in Public Education: Sexual Discrimination in Promotions." 55; 2; 120-123, Oct. 1973.
EJ 085962 EA 504228

Cites national and State statistics indicating that women, who constitute a majority of the public education teaching profession, are not well represented in administrative positions in public education. Suggests the reason is because of sexual discrimination in promotions. Makes recommendations to educational policymakers to help eliminate sex discrimination. (Author/DN).

Phi Delta Kappan

Taylor, Suzanne S. "Educational Leadership: A Male Domain?" 55;2; p. 124-128, October 1973.
EJ 085963 EA 504229

Explores the role of education organizations in maintaining the sexist status quo. (Author/DN)

Publishers' Auxiliary

"Times' Women's Caucus Puts Together Lessons on Improving Status."
V. 110, No. 14, July 25, 1975, p. 3.
ED No. AUX085033508 033508

Members of the New York Times Women's Caucus have put together the lessons of their own experiences in seeking improvement in the status of women at the Times. These principles are suggested for dealing with management to upgrade the status of women. Assimilate your material - homework shows. Always assume that one of your number is reporting your discussions to management - don't worry about it. Never be drawn into a discussion of individuals by name - the issue is a pattern of discrimination. Do not view your group as consisting of some people who are okay and some who are not - you didn't select, but management did by hiring you. But you can organize and strengthen members. In negotiating, never be afraid to call for a caucus. In no case permit discussion of what the men need the money for. Get a lawyer if you can.

The Review of Econ. & Statistics

Shepherd, Wm. G.L., Evin, Sharon G. "Managerial Discrimination in Large Firms." V. 55, No. 4, Nov. 1973, p. 412-422
ID No. RES123013028 013028

Recent research on employment discrimination against blacks and women suggests that no single determinant - education, growth, or others - is primary. Yet the belief that the employers' power to choose may be important, via their managerial preferences and discretionary resources. These influences would be visible in large industrial firms which possess market power. The analysis covers about 200 of the U. S. Industrial Enterprises, using employment data for 1966 and 1970. The focus is on white-collar

Savings and Loan News

"The Changing Face of American Business." August 1973. P. 40-45
ID No. SLN093010609 010609

It is not so much the face of American business that is changing as it is the faces of all those people who make up the employee work force. The EEOC, armed with powers won last year from Congress, is increasingly willing to take employers to court in cases involving alleged discrimination and what this means, of course, is that the pace of change in the employee work force will quicken. The integration of women, older workers of both sexes and members of racial minorities will come at an increasingly faster rate. There are enough court decisions, consent decrees and conciliatory agreements in existence to give an indication of : 1. The equal employment problems that exist in the business today and 2. The solutions that are sometimes found. Armed with this knowledge, perhaps the supervisor can better understand just what his role must be in this phase of personnel management.

Supermarketing

Love, Barbara. "Grocers Still Hedging on Consumer Affairs Support."
V. 31, No. 4, April 1976, p. 1, 31-33.
ID No. SUM056042243 042243

In order to be of any benefit, consumer affairs departments must be able to influence marketing decisions and have more adequate financial support. This and other key data were discussed in a recent survey of 58 grocery industry consumer affairs directors. In addition, sex bias is becoming more evident as some companies deeming consumerism as a now permanent factor, are bringing in men to replace women previously doing the job. Other priorities include educating the public to the cost of doing business, helping management discern the anti-capitalist and the sincere consumer critic, eliminating advertised item scarcity, adherence to open dating policies and increasing store sanitation. Several large chains have even set up information centers within stores to explain prices, recipes, nutritional information, etc. (Chart)

Supervision

Lissy, William E. "Labor Law for Foremen and Supervisors." V. 38, No. 8
August 1976, p. 13-15.
ID No. SUP086046022 046022

A federal district court ruling is believed to be the first time the sex-discrimination provisions of the Civil Rights Act has been invoked successfully by a female employee to complain about the sexual advances of a boss. A woman complained she was terminated on the basis of poor work performance after rejecting her boss' advances. Other courts have disagreed on the

issue, calling such advances a personal matter. The Supreme Court may eventually be called on to settle the question. Another labor-management ruling, against management, upheld the Union's complaint against supervisors doing employees' work during 30-minute periods of employee fire control training. Arbitrators upheld a company's decision to fire a female employee with a poor work record. Though she was employed in an unusual job and had earlier gotten away with tardiness because of publicity. Another employee's dismissal was upheld where she was bowling while on disability leave.

Supervisory Management

Mathys, Nicholas, St. Aszak, James. "Women in Management - No Room in the Middle." V. 20, No. 3, March 1975. p. 10-13.
ID No. SPM035028139 028139

In the last decade, women have been working their way into "nontraditional" positions spanning all occupational classifications. However, the percentage of working women at higher levels has actually declined. Organizational response to this situation has been largely reactive and unplanned. Active government support of affirmative-action guidelines has created a dilemma for organizations: Disregard leads to lawsuits and large penalties. Adhering results in charges of "reverse discrimination". Very few women occupy middle-management positions. Remedial steps can be taken. Accurate and realistic job-descriptions and specifications must be developed. Characteristics required for future job success must be defined. Career path information must be identified to all employees. Management-development programs for women must be established. Better use should be made of the flexible work week.

Training

Adams, Velma A. "Management Training for the New Woman." 11; 8; p. 24-29. August, 1974.
EJ 102215 CE 501513

Training and Development Journal

Masters, Robert J. "Management Training for Women; A University Business Office Program." 28; 6; p. 29, June 1974.
EJ 097572 CE 501215

The Management Training Program (MTP) in the business office at Purdue University has succeeded in helping to prepare women for professional managerial positions. The MTP is another step toward the optimization of human potentialities and resources as it utilizes the skills of both sexes. (KP)

Quill

Lublin, Joann S. "Women in the Newsroom." 60; 11; p. 45-47. Nov. 72
ED 074756 CS 705572

BIBLIOGRAPHY

Allen, John C., Comp. "Collective Bargaining in Higher Education 1971-1973." City Univ. of New York, N.Y. Bernard Baruch Coll. National Center for the Study of Collective Bargaining in Higher Education. Report No.; Biblog-1 Publ. Date - April 12, 1973, 58p
EDRS Price MF-\$0.76 HC-\$3.32 plus postage
ED 077416 HE 004228

This bibliography provides a comprehensive survey of the literature of labor negotiations related to professional employees in higher education. Areas of concern include academic mission, administration, collective bargaining agents, audio tapes, blue collar employees, bibliographies, collective bargaining, conferences, contracts, discrimination, due process, facilities usage, faculty rights and responsibilities, financing collective bargaining, fringe benefits, governance grants and research projects, grievances, insurance layoffs, legislation, management, maternity leave, model collective bargaining laws, negotiations, neutrals in bargaining, NLRB and court rulings, productivity, public sector labor relations, retirement, sabbatical leaves, salaries, students rights, teachers bargaining, tenure, women faculty, workload and additional references. (MJM)

Pinto, Patrick R., Comp.; Buchmeier, Jeanne O., Comp. "Problems and Issues in the Employment of Minority, Disadvantaged and female Groups: An annotated Bibliography." Minnesota Univ., Minneapolis, Industrial Relations Center. Publ. Date - January 1973, 69p, Bulletin 59.
Available from: Industrial Relations Center, Univ. of Minnesota, Minneapolis, Minnesota 55455 (free) - Document not available from EDRX
ED 083339# UD 013859

Today there is no more critical manpower management issue for employers than adequate staffing practices with regard to three large, and sometimes overlapping groups - minorities, the disadvantaged and females. The amount of material dealing with this topic is staggering. Within the personnel field itself, the issues change when questions about recruitment turn to questions about training, and compensation and dealing with unions. We have undertaken to compile this bibliography to identify some of these issues. This bibliography covers material published since July 2, 1965, the effective date of Title VII of the 1964 Civil Rights Act. It includes references through Summer 1972. There are 548 entries listed, most with brief annotations. The contents are organized as follows: Part I concerns "General Reference Sources". These include (a) loose-leaf reporting services and (b) abstracting services. Part II deals with the "Legal Context". Its three sections deal with reference sources - federal legislation, executive orders and federal agency guidelines, and Minnesota legislation respectively. Part III - "Topics in Reference to General Disadvantaged Groups", includes the following sections - Collections of Readings and Case Studies; Staffing - Recruitment, testing, selection promotion and labor markets; Training - Retraining, upgrading, OJT, supervisory training and manpower development; Compensation - discrimination and Wage Differentials; Unions and Labor Relations - barriers, apprenticeship and attitudes; Miscellaneous readings.

BOOKS

American Association of School Administrators. Sex Equality in Educational Administration. AASA Executive Handbook Series, Volume VII, No. 3. Sponsoring Agency Office of Education (DHEW), Washington, D. C. Contract No. OEC-0-74-9318, Publ. Date: June 1975. 29 p. Available from American Association of School Administrators, 1801 North Moore Street, Arlington, Va. 22209 (\$2.50)
EDRS Price MF-\$0.76 HC \$1.95 plus postage
ED 111098 EA 007470

The third of three booklets deals with the roles of women and men in educational administration. Recent data indicate that there is a notable underrepresentation of women in educational administration and they earn less. Guidelines to implement affirmative action include establishing a task force or a committee to study equal employment opportunity problems and develop a plan of action, and a districtwide analysis of all areas of employment. Superintendents are advised to develop and implement a vigorous program of affirmative steps in the following employment areas; recruitment, selection, promotion, upward mobility, training, wage and salary structure, benefits and conditions of employment and support programs and services. (Author/MLF)

Fogarty, Michael P. and others. Sex, Career and Family: Including an International Review of Women's Roles. Publ. Date: 1971, 581 p.
Available from: Sage Publications, Inc., 275 South Beverly Drive, Beverly Hills, Ca. 90212 (\$17.50 cloth, \$7.50 paper)
Document not available from EDRS
ED 102362# CE 003070

Although concerned primarily with women in top jobs, the study also extends to women's opportunities in professional and managerial positions. It also focuses on the general pattern of relationships between men and women. Examining the special problem of women's promotion to top jobs, Part 1 studies the discrepancy between women's contribution to the lower and middle ranks of many highly qualified professions and the smaller number of women in higher posts. Part 2 reviews recent development in Eastern Europe and in Western countries, studying the convergence of their different ideological points of view, attitudes and policies. Based on national surveys, Part 3 considers the career and family patterns envisaged by young, highly qualified British women and the practicability of reconciling the two careers of husband and wife with successful family life. Part 4 examines the results of studies of women's experience in the following occupations: Industrial and general business management, the broadcasting industry, Administrative Civil Service, architecture, medicine, teaching and social service. Finally Part 5 considers possible long range implications of the enquiry, and of parallel work by Political and Economic Planning (PEP) on the agencies promoting equal opportunities for women. Statistical data are appended. (MW)

Gordon, Francine E., Ed.; Strober, Myra H., Ed. Bringing Women Into Management. McGraw-Hill Book Co., 1221 Avenue of the Americas, New York, N.Y. 10020. (Hard Cover \$8.95, Paper Cover \$5.95)
Publ. Date 1975, 168p.
Document not available from EDRS
ED 122094 CE 007009

Intended to encourage and assist top management in bringing more women into upper management positions, the document provides an intellectual understanding of the issues and practical information on how to implement change. Nine Chapters include:

- (1) "Institutional Barriers: What Keeps Women Out of the Executive Suite?" Cynthia Fuchs Epstein examining trends, consequences, and change regarding the status of women.
- (2) "Sex Differences and Their Implications for Management," Carol Nagy Jacklin and Eleanor Emmons Maccoby examining the influences of biology on women's capabilities.
- (3) "Executive Man and Woman: The Issue of Sexuality," David L. Bradford, Alice G. Sargent and Melinda S. Sprague, defining sexuality and male-female relationships.
- (4) "The Law. Where It Is and Where It's Going." Colquitt L. Meacham analyzing the impact of court decisions, administrative guidelines, and trends.
- (5) "Bring Women Into Management: Basic Strategies," Myra H. Strober discussing direct and indirect benefits.
- (6) "Perfectly Pure Peabody's: A Case of Affirmative Action for Women," a case study.
- (7) "Bringing Women Into Management: The Role of The Senior Executive," Francine E. Gordon reviewing elements of a successful affirmative action program.
- (8) "Women in Management: Vignettes", presenting seven vignettes.
- (9) "Conclusion Problems and Opportunities", Myra E. Strober and Francine E. Gordon. (LH)

Institute for Management. The New Federal Wage-Hour, Equal Pay, and Equal Employment Opportunity Laws. Including 1974 Revisions. March 1975, 273p. Available from: Institute for Management, IFM Building, 130 Elm Street, Old Saybrook, Conn. 06475 (\$29.95 includes the cost of periodic updates).
Document not available from EDRS.
ED 109317# CE 004087

The book is designed to explain the entire Fair Labor Standards Act. The 1974 amendments are detailed regarding new and previously covered employees, agricultural labor, government employees, domestics, conglomerates, small stores, other revisions, overtime exemptions and age discrimination. The document elaborates on specifications for overtime for various categories of employees

including executive, administrative and professional exemptions and salesmen. The employment and wages of children and students are discussed at length. Recordkeeping requirements are divided into two sections dealing with general and miscellaneous rules. A section devoted to equal employment opportunities deals thoroughly with court rulings on the position of man and woman before the law, job advertisement, implementing corrective measures, and drafting an Equal Employment Opportunity Contract (EEOC) policy statement: it presents Title Seven of the Civil Rights Act, a sample of the Employer Information Report EEO-1, and information report instructions. The concluding section is concerned with equal pay and the beneficial effects of the law. (JB)

Loring, Rosalind; Wells, Theodora. Breakthrough; Women Into Management.
Date, 1972, 213p. Available from Van Nostrand Reinhold Co.,
450 West 33rd Street, New York, N.Y. 10001 (\$3.95).
Document not available from EDRS
ED 095274# CE 001822

The book focuses on the many factors involved in recruiting, employing, training and advancing more women into higher management positions. It is a timely book as employers are pressured by recent legislation requiring equal treatment of women and men and by timetables to work more women into management. The authors deal with actual and proposed changes and explain how and why various practices are out-of-date, as well as providing guidelines for fresh direction. Legal, social and economic factors are traced; excerpts are included from Revised Order 4 for Federal contractors as a model for changes in practices as related to: affirmative action officers, college/university recruitment, placement agencies, assessment centers, awareness training, sponsorship, promotion and job policies. One chapter describes the managerial climate while another deals with the societal expectations of women and men in their sex/marital/work roles. A chapter entitled "Managers, Marriages and Mates" assesses traditional and changing marriage patterns and how these have been and will be reflected in corporate practices and organizational policies. Three concluding chapters cover the relating of men and women on a level of "person" relating, an unconventional commentary to conventional mythology, and predictions of new patterns as perceived by the authors. (EA)

DISSERTATIONS

Schmuck, Patricia Ann. "Sex Differentiation in Public School Administration. 'Wanted: More Women' Series". National Council of Administrative Women in Education, Washington, D.C. Publ. Date, 1975, 130p. Ph.D Dissertation, University of Oregon. Available from: National Council of Administrative Women in Education, 1815 Fort Myer Drive North, Arlington, Va. 22209 (\$4.00 quantity discounts). EDRS Price MF-\$0.83 plus postage, HC not available from EDRS ED 126593 EA 008535

Women have always been underrepresented in educational administration and their numbers in administrative roles have declined in recent years. This monograph examines some of the factors determining this underrepresentation. In addition to sources on the national status of women in education, literature on careers in educational administration, and data on Oregon public schools, this study utilizes material gathered in interviews with Oregon Public School administrators. The study emphasizes the interaction between individual socialization patterns and the norms and standards of the larger society which reinforce differentiated sex roles. The discriminatory attitudes held by individuals (both male and female) are frequently reinforced by professional and societal structures, thus resulting in perpetuation of the status quo in educational administration. Both women and men have been socialized to carry out roles that maintain the secondary status of women (Author/DS)

Way, Joyce W. "A Comparison of Background Profiles, Career Expectations Career Aspirations of Men and Women Public School Administrators." August 1976, 147p. Dissertation Western Michigan University. Available from: Xerox University Microfilms, Dissertation copies, P.O. Box 1764, Ann Arbor, Michigan 48106 (Order No. 76-28431; academic price \$15.00 papercopy, \$7.50 microfilm; other \$20.00 papercopy, \$10.00 microfilm). Document not available from EDRS. ED 132735# EA 009065

The purpose of this study was to compare the background and career expectations and aspirations of men and women in public school administrative roles. The study reported differences in factors that affect movement through the professional ranks, such as perceived constraints on career progress and salaries. A total of 327 Michigan elementary and secondary principals, as well as federal program specialists, were surveyed. The data revealed that, while there are certain similarities between male and female school administrators, differences exist in background, education, administrative experience, and means of promotion (internal or external). A greater proportion of male school administrators indicated lack of career progress, whereas sex discrimination was perceived as a career progress constraint by a greater proportion of female administrators. While no difference was found between men's and women's salaries when controlling factors were held constant, more women administrators indicated less congruence between their career expectations and career aspirations than men. (Author/DS)

MANUALS

Kentucky State Commission on Human Rights, Frankfort.

Employer's Manual on Affirmative Action in Employment." July, 1973
27p.

EDRS Price MF-\$0.76, HC \$1.95 plus postage
ED 109271 UDO 15305

The express purpose of this manual is for its use by business and industry in Kentucky as an aid to eliminate discrimination. Affirmative action is defined here as a comprehensive effort by an employer designed to: employ women and minority persons and women in all facets of the company's operations - from management to maintenance; increase company awareness of an interest in the whole of its community; and insure that company policy toward equal opportunity is not negative, and not neutral - but positive. A model plan is detailed. It is asserted that the manual should be used by a company in developing its own affirmative action policy; that it incorporates quite specific and comprehensive policies and procedures, which, if adopted and followed, should help a company move toward the goal of equal employment opportunity. Testing and other employee selection criteria are discussed. Several lists of Kentucky-based organizations which may be able to assist a company to recruit and hire minority and female persons are given, including: National Association for Advancement of Colored People; Urban Leagues; Official Human Rights Agencies, Unofficial Human Rights Agencies, Women's Groups, Community Action Commissions, Black Communication Media, State and Local Agencies, Schools and Area Development Districts. (Author/JM)

PAPERS

Abel, John D.; Rogowski, Phyllis L. "Women in Television Station Management: The Top Fifty Markets." Paper presented at the Annual Meeting of the Broadcast Education Association (Chicago, March, 1976). Publ. Date 1976, 11p. EDRS Price MF-\$0.83 HC-\$1.67 plus postage.
ED 120878 CS 501329

The total percentage of women employed in executive positions in television stations in the United States is substantially lower than previous studies indicate. Of the 1743 persons employed in those jobs in commercial and noncommercial stations in the top 50 markets, only 4.8 percent are women. This compares with 91.2 percent who are men (the sex of the remaining 4 percent could not be determined). Separating commercial stations from non-commercial it was found that only 3.2 percent of the 1484 persons employed by commercial stations in these executive positions are women. For commercial stations, 92.6 percent are men and the sex of the remainder (4.2 percent) was indeterminable by name alone. Of the 259 executive positions in the 53 noncommercial stations 13.9 percent are filled by women. The proportion of men was found to be 83.4 percent (2.7 percent were indeterminable by name). The small number of women employed in management level positions posed a problem for this study because percentages based on small numbers are misleading; therefore, the analysis is confined to gross categorical levels. (RB)

Dias, Sally L. "The Aspiration Levels of Women for Administrative Careers in Education: Predictive Factors and Implications for Effecting Change." Paper presented at the Annual Meeting of the American Educational Research Association, (San Francisco, April 19-23, 1976). Publ. Date April 1976, 70p. EDRS Price MF-\$0.83 HC-\$3.50 plus postage
ED 119376 EA 008016

This study examines the relative influence of certain variables on teachers' level of aspiration toward positions in educational administration and attempts to isolate factors contributing to the scarcity of women in this profession. Data for the study were gathered from questionnaires completed by 342 male and female elementary and secondary teachers from four New England school systems. In addition to certain personal information, data were obtained on measures of role preference, projected time commitment to a career, commitment to teaching, expectancy of professional support, perceived likelihood of recruitment, self-role congruence, achievement motivation, and aspiration level toward administration. Findings of the study indicate that although the percentage of female teachers with administrative aspirations is much lower for male teachers, a much greater percentage of women aspire to those roles than is indicated by their representation in the profession. (Author/JG)

Gorman, Anna M., Ed.; Vetter, Louise, Ed. "Career Development of Women." Ohio State Univ., Columbus. Center for Vocational and Technical Education. Publ. Date - 1975. 55p. Papers presented as part of the commemoration of the tenth anniversary of the founding of the Center for Vocational Education.
EDRS Price MF-\$0.83 HC-\$3.50 plus postage
ED 117395 CE 006036

The five major papers whose full texts are included address themselves to various topics that can influence the lives of women in their career choices and advancement. Federal Legislation; Impact on Women's Careers, Mary Ellen Jolley, discusses sex discrimination, legal gains made over the past 10 years, sex role stereotyping, and vocational education. Management Factors Affecting Women's Career Development; The Myth of Shared Roles, Francille M. Firebaugh, presents statistics regarding women's career patterns and home responsibilities. Stereotyping of Career Development Opportunities: High School Students, Louis Vetter, discusses reasons why professional educators, counselors, and researchers should be seriously concerned with continuing sex role work stereotyping at the high school level. Stereotyping of Career Development Opportunities: Professional Women, Mary Bach Kievit, discusses where women are as professionals, reasons for their present conditions, and what the trends are. Second Sex Syndrome: Culturally Ascribed Roles, Carol A. Fought, presents societal reflections of women in terms of intelligence, inferiority, passivity, dependency, physical beauty, emotionality and destiny, and examines career education. References accompany each paper. A bibliography of items related to women's career development is included together with a list of relevant center publications. (LH).

"Hierarchy, Power and Women in Educational Policy Making." A position paper prepared by the National Conference on Women in Educational Policy Making." IEL Report 6. George Washington Univ., Washington, D.C. Inst. for Educational Leadership. Sponsoring Agency: Office of Education (DHEW), Washington, D.C. Report No. IEL R-6. Publ. Date October 1975, 28p.; Related documents are EA 007903-904.
EDRS Price MF-\$0.83 HC \$2.06 plus postage.
ED 117841 95 EA 007902

Education is the crucial institution involved in sex-role socialization. The percentage of women in school administrative positions has declined. Schools have adopted modern corporation and military management models. Women unhappy about the status quo must learn about power, both theoretically and practically, in order to change their position in the world of education and find the tools for institutional change within the schools. Women can (1) collect the qualifications necessary to be legitimate contenders for a place in the school power hierarchy; (2) summarize the research negating that administration is a male job; and (3) if necessary file legal complaints. Women in administration can provide a much-needed service by becoming participant observers and compiling handbooks and case studies of real experiences with power structures and leadership styles. (Author/MLF).

Kaye, Bernard W. "Moving Women into Educational Administration." Paper presented at American Association of School Administrators Annual Convention (107th Dallas, Texas, February 21-24, 1975) Publ. Date Feb. 22, 1975, 23p. EDRS Price MF-\$0.76 HC \$1.58 plus postage. ED 105549 EA 006923

Minnesota and national employment statistics show that there is a significant imbalance between men and women in administrative positions. Causes of this condition are attributed to stereotypes role definitions learned by males and females very early in life, leading to lower job aspirations and the acquiring of minimal professional or vocational skills among females. Since only 2 percent of all the professors of educational administration are women, this might cause many to come to the conclusion that the "know-how" is with men and it is for men. Sexual stereotyping and the rigid role definition of both females and males is harmful to both sexes. Specific suggestions to help move women into educational administration are presented and some highlights of women attaining entrance into traditionally male-dominated fields are excerpted from the media. (Author/MLF)

Kronovet, Esther. "Affirmative Action Plan Criteria." Paper based upon a presentation at the Women and the Management of Postsecondary Institutions Conference, Syracuse, New York, Dec. 12-14, 1973. Publ. Date - Dec. 1973, Note 8p. EDRS Price MF-\$0.76 HC-\$1.58 plus postage ED 087318 HE 005121

To clarify the role of new managers of affirmative action programs, a survey was conducted among 58 public institutions in the fall of 1973. These included 38 community colleges, 14 four-year institutions and six agricultural and technical schools throughout New York State. The study focused upon (1) whether the position of affirmative action officers is considered a fulltime appointment, (2) the extent to which affirmative action responsibilities are viewed as collateral duties, and (3) the range of job titles held by those delegated additional responsibilities as affirmative action officers. The findings indicate that most institutions view affirmative action responsibilities as collateral duties. Only three community colleges located in New York City and one four-year college have fulltime affirmative action officers; seven community colleges had not yet identified individuals to function in this role. Those serving as affirmative action officers have a variety of job titles, including president, academic dean, and personnel director. Very few institutions have members of their faculty functioning in this position. (Author)

Niedermayer, Gretchen; Kramer, Vicki W. "Women in Administrative Positions in Public Education." A Position Paper. Recruitment Leadership and Training Inst., Philadelphia, Pa. Sponsoring Agency: Office of Education (DHEW), Washington, D. C. Publ. Date: July 1974, 72p. EDRS Price MF-\$0.76 HC-\$3.22 plus postage. ED 096742 EA 006416

This paper takes the position that women can and should be represented as administrators in greater proportion to their numbers in public education, and that concrete steps must be taken to remedy the present imbalance. The paper is based on material from professional publications dealing with sexism and the role of women in education; conferences of educators and interviews with participants in these conferences; interviews with people in government agencies, private and professional groups, and several school systems involved in reform efforts; reports on specific school systems, reports of special task forces; and on events on the federal level and in selected States. The publication documents the virtual absence of women from administrative positions in public education, explores reasons for the declining percentages of women in public education, and reviews and recommends ways to begin reversing this trend. (Author/DN)

McCall, Patricia Ellen. "The Current Status of Newspaperwomen in Wisconsin." Paper presented at the Annual Meeting of the Association for Education in Journalism. (57th, San Diego, California, August 18-21, 1974). Publ. Date: August 1974, 20p. EDRS Price MF-\$0.76 HC \$1.58 plus postage. ED 095565 CS 201524

The focus of this paper is on three questions: Who are the professional women on newspaper staffs? How do they feel about their jobs? What are their job expectations? Questionnaires were sent to each of Wisconsin's 35 daily newspaper editors (all men), a brief form for the editor and a longer form for each woman on this news-editorial staff. Tabulation of the results indicates that a typical newspaperwoman is a full-time reporter, a college graduate with a major in journalism, 28 years old, and about as likely to be single as married. She has five years experience in newspaper work, is making \$180 a week, and plans to have or has had a long career in journalism. These women perceive their jobs as no different in performance than those of men, and most of their editors agree. Most women are satisfied with their jobs but have felt discrimination and expect opposition from their male co-workers. They feel their jobs provide poor opportunities to advance and only poor use of their abilities. Their occupational expectations are not high; few seek to be managing editors, publishers, or editors-in-chief. And they feel their chances of getting into management positions are less compared to their male co-workers. Several ways for gaining equality in the newsroom are suggested. (T0)

Uehling, Barbara S. "Women and the Psychology of Management." Paper presented at a conference on "Women and the Management of Post-secondary Institutions". (Syracuse, New York, December 1973). Publ. Date - Dec. 1973. 7p. EDRS Price MF-\$0.76 HC-\$1.58 plus postage.
ED 089562 HE 005268

Attitudes of others toward women in management and the attitudes of women managers themselves are discussed. Research concludes:
(1) Employers may be reluctant to place women in managerial positions, but internal constraints on women such as lack of motivation, fear of success or possession of personality characteristics incompatible with the assumption of managerial positions may limit access.
(2) Accessibility is restricted by type of industry, type of job in industry, and attitudes of management towards women. (3) In elementary and secondary schools, the only factor having any significance for hiring was sex. (4) Accessibility to positions of leadership may be further limited by lack of appropriate role models or lack of identification with available role models. (5) Accessibility may be limited by self-defeating attitudes of women. (MJM).

Wiback, Kent; and Others. "Experimental Studies of Discrimination in the Evaluation of Job Applicants' Resumes: 1. Relative Importance of Sex, Attractiveness, and Scholastic Standing. Paper No. 430." Purdue Univ., Lafayette, Ind. Herman C. Krannert Graduate School of Industrial Administration. Publ. Date - Nov. 1973. Note 29p. Available from Secretary of the Institute Paper Series, Krannert Graduate School Of Industrial Administration. Purdue University, West Lafayette, Ind. 47907 (Paper No. 430, free).
EDRS Price MF-\$0.76 HC \$1.95 plus postage
ED 102728 EA 006851

College students and college recruiters rated bogus resumes of twelve senior industrial management students who were allegedly seeking employment. In addition to subject population, three variables were systematically varied in each resume: applicant's sex, physical attractiveness, and scholastic standing. The dependent variable was subjects' perceptions of the applicant's suitability for the position of head of a furniture department in a large department store. Significant effects showed that applicants with high scholastic standing were preferred to applicants with low scholastic standing, male applicants were preferred to female applicants, attractive applicants were preferred to unattractive applicants, and applicants were rated more favorably by college students than by recruiters. It appears that the training and experience of college recruiters did not reduce the tendency to discriminate among job applicants on the basis of sex or physical attractiveness. (Author)

Young, Claudia K. "Women in School Administration and Supervision: A New Leadership Dimension." Paper presented at the Annual Meeting of the National Association of Secondary School Principals (60th, Washington, D.C., February 13-18, 1976); appendices may reproduce poorly. EDRS Price MF-\$0.83 HC-\$2.06 plus postage
Publ. Date - Feb. 1976, 26p.
ED 122418 EA 008210

This paper examines the role of women in educational administration today and debunks several popular myths that attempt to justify the underrepresentation of women in administrative positions. Statistics from a number of studies are cited as evidence that the lack of female administrators is not due to a shortage of qualified and committed candidates. The author concludes that current educational administrators should support, stimulate and encourage qualified women to pursue administrative careers, and she offers a list of suggested guidelines for the adoption of nondiscriminatory policies at the local, state and national levels of elementary and secondary education, and in higher education. A bibliography of approximately 70 relevant publications is included, and the appendix contains a number of statistical tables that document the lack of women holding administrative positions in elementary and secondary education. (JG)

REPORTS, SPEECHES, STUDIES AND SURVEYS

Conroy, William G., Jr., Diamond, Daniel E. "The Impact of Secondary School Occupation in Massachusetts." Publication of Lowell Univ., Mass. Sponsoring Agency - Mass. State Dept. of Education, Boston, Div. of Occupational Education. Publ. Date - 1976, 43p. Prepared by the College of Management Science. EDRS Price MF-\$0.83 HC-\$2.06 plus postage ED 122095 CE 007010

The six-year study examined the impact of various secondary school occupational education programs upon the lifestyle of Massachusetts students, classes of 1969 and 1973. Focusing upon school-labor market relations, the report aims to provide a base for improving policies to prepare and guide students into successful careers. Four substantive sections present: (1) summary findings, (2) an explication of the research design and a statistical review, (3) a discussion section, and (4) policy recommendations drawn from the summary findings and back-up data. The summary findings and policy recommendations are considered valid within the specified limitations, but are not based upon an exhaustive analysis of the data. Among the 11 summary findings are these: The high school experience did not overcome the labor market's sex bias; all occupational students had a short-lived labor market advantage; and male trade and industrial students who did not attend postsecondary school and male students from all programs who attended or graduated from two-year public colleges and State universities; employed longer, trade and industrial students expressed stronger positive attitudes toward their high school experiences and jobs, but voted less. (AJ)

Coursen, David. "Women and Minorities in Administration." NAESP School Leadership Digest Series No. 11. ERIC/CEM Research Analysis Series, No. 13. National Association of Elementary School Principals, Washington, D.C.; Oregon Univ., Eugene. ERIC Clearinghouse on Educational Management. Sponsoring Agency: National Inst. of Education (DHEW), Washington, D. C. Contract No. OEC-0-8-080353-3514. Publ. Date: 1975, Note 32p.; a related document is EA 005 883. Available from: National Association of Elementary School Principals, 1801 North Moore Street, Arlington, Va. 22209. (\$2.50 single copy; \$24.00 plus postage, series of 13). EDRS Price MF-\$0.76 HC-\$0.95 plus postage ED 102640 95 EA 005884

Literature on the role of women and minorities in school administration indicates that both suffer from role stereotypes, although the stereotypes are somewhat different. Current literature on minority groups is limited almost entirely to discussion of blacks; the status of other racial minorities has been large ignored. The role of blacks in administration has been severely limited by practices that exclude blacks from positions that involve supervision of white teachers or students. Women have been constrained by the belief that executive responsibilities conflict with the primary goal and responsibility of all women, which is to bear and raise children. Correcting the current situation will require the public schools to make an insti-

tutional commitment to the implementation of new hiring practices. Discrimination against minorities and women in school administration will cease only when sex and race are irrelevant in hiring and promotion. (Author/JG).

Dearing, Bruce. "Opening Address at the Conference on Women and the Management of Postsecondary Institutions." made at Syracuse, New York, December 12-14, 1973. Publ. Date: Dec. 12, 1973, 11p.
EDRS Price MF \$0.76 HC-\$1.58 plus postage.
ED 086062 HE 004963

This document was presented as the opening address for the conference on Women and the Management of Postsecondary Institutions, and concerns the problem of discrimination against women educators. The author cites two main categories of discrimination, the attitudes that have become ingrained in our culture, and the commitment to amateurism in the selection and recruitment process for administrative positions. The existence of the "old boy" system of recruitment makes it extremely difficult to break out of the amateurism and prejudice. The author recommends more programs like the University of Michigan has developed to prepare people for academic leadership positions, and declares that the idea of such training must become more widely accepted. He further suggests that large universities should internalize administrative training programs and recruit more women for internships. As solutions to the problem of the affirmative action, the author offers the following - increase the pool of available persons to include more women; increase the visibility of women within the pool; and use the leverage of existing legislation. In addition, the author urges men to examine their own attitudes for evidences of what he referred to as "chauvinist piggy". (Author/PG)

Goodrich, Joan and others. "Women in the Job Interview: Survey of Employers 1973-74." Michigan Univ., Ann Arbor. Career Planning and Placement Office. Pub. Date - 1974, 26p.
EDRS Price MF-\$0.76 HC \$1.95 plus postage
ED 114749 CG 010210

The present survey aimed to find out the opinion of employers on how women performed in employment interviews. The question raised was, "Are there any behaviors more common to women than men that are considered undesirable in an applicant and thus are hindering women applicants' chances of being hired?" An eight page questionnaire was prepared to elicit employers' comments on various issues relating to women as applicants for employment. The employers in the sample represented various segments of industry, business, government and education. The following are the main results obtained: (1) employers reported that women's career goals and plans for the future are more short-term than men's goals; (2) marital status hindered advancement of women into management and a few other areas; (3) more respondents reported that women are more nervous and sometimes less confident during interviews than men are; (4) generally female employers responded more liberally and tended to see no significant differences between men and women in a number of areas; and (5) most employers in the study seemed to be sincere in their efforts to afford women equal consideration in the employment interview and the hiring process (Author/SE)

Howard, Suzanne. "Why Aren't Women Administering our Schools? The Status of Women Public School Teachers and the Factors Hindering Their Promotion Into Administration. 'Wanted - More Women' Series." National Council of Administrative Women in Education. Publ. Date 1975, 54p.

Available from National Council of Administrative Women in Education, 1815 Fort Myer Drive North, Arlington, Va. 22209 (\$3.00 quantity discounts.) EDRS Price MF-\$0.83 plus postage. HC not available from EDRS.

ED 126592 EA 008534

The purpose of this paper is to analyze the status of women in teaching and to examine the social attitudes that keep them out of administrative positions. Teaching is a "female occupation", and the low status of teaching is inextricably linked to the sex-typing of occupations in general. However, even though the majority of all teachers are female, the majority of educational administrators are male. Women in education are discriminated against in salary matters, in maternity leaves of absence, and in other job-related benefit areas. Stereotypic social attitudes toward married women workers and toward women as administrators serve to prevent women from filling administrative jobs and restrict the advancement of the few who do hold such positions. Even though the research indicates no difference between men's and women's leadership abilities, many women feel incapable of administration or believe that they will be unhappy in an administrative job. Women are not recruited for such jobs, and they are less well prepared educationally than men to fill them. The schools must work in conjunction with all other social institutions to eradicate inequality in education. (Author/DS).

Jennings, Ralph M. "Television Station Employment Practices - The Status of Minorities and Women." United Church of Christ, New York, N.Y.

Publ. Date - Nov. 1972, 63p.

EDRS Price MF-\$0.76 HC \$3.32 plus postage

ED 070304 EM 010600

In their annual employment reports of 1972, the 609 commercial television stations included in this study reported that 10 percent of their 39,071 full time employees were drawn from members of minority groups, a slight increase from the nine percent reported in 1971. The proportion of women employees (22 percent) did not change between 1971 and 1972. At the same time employment at the 609 stations rose by about one percent. In 1972, 22.5 percent of the stations reported no full time minority employees. Thirty-four percent had no minority group employees in upper level positions, and 77 percent had none in management. Although almost all stations reported that they had women among their full time employees, 75 percent of the women were engaged in office and clerical jobs. Eighteen percent of the stations indicated that they had no women in upper level positions. Over half had no women in management. Many stations show little or no response to the Federal Communications Commission-mandated priority of providing equal employment opportunities. Some have reduced the proportion of their staffs which are drawn from among minority group members and women. (Author/JK).

Jones, Norma and Others. "The Media in Montana - Its Effects on Minorities and Women. A report prepared by the Montana Advisory Committee to the U. S. Commission on Civil Rights." Montana State Advisory Committee to the U. S. Commission on Civil Rights, Helena. Publ. Date June 1976, 80p. EDRS Price MF-\$0.83 HC-\$4.67 plus postage. ED 129514 RC 009469

Montana's Advisory Committee to the U. S. Commission on Civil Rights investigated the effects of Montana's television and newspaper media on minorities and women. Focus was on the employment opportunities in and the images projected by the media. Interviews were conducted with management and staff of newspapers, news services, and television stations; faculty and students from the University of Montana and Montana State University; and other individuals and groups interested in media-related issues. Additional data were obtained at a 1-day conference held in Missoula to explore further issues relating to minorities and women and the media. Conference participants included representatives from TV stations in Great Falls and Missoula and newspapers from Great Falls, Butte, Billings, Helena and Missoula. Relevant information was supplied by media representatives who did not attend. Findings included: minorities, specifically Native Americans and women were underemployed and underrepresented in both television and the written news media; many newspapers printed articles concerning women which were biased and tended to depict them in traditional sex-stereotyped roles or in a negative fashion whenever women did not fit traditional sex roles; and reporting of news concerning both women and minorities was often unbalanced, stereotyped or not reported. (NO).

Likert, Jane G., Ed. "Conversations with Returning Women Students." Michigan Univ., Ann Arbor, Center for Continuing Education for Women. Publ. Date Nov. 1967, 55p. Document not available from EDRS. ED 017815# AC 002028

In the Spring of 1967, the University of Michigan's Center for Continuing Education of Women held a series of four discussions, "Women in School and At Work", to give women who are continuing their education or thinking about it an opportunity to talk to each other. At each session two or three women who had returned to college began a general conversation by discussing their own return and some of their initial fears, handicaps and rewards. They compared notes on coping with their multiple obligations and gave advice to the newcomers. Members of the University Faculty, administration and staff, and the center staff also took part. This booklet reproduces the conversations arranged under the general point covered -- returning to school, anxieties such as attitude of husbands, faculty and other students, fear of failure, finances and discrimination, and ways of managing at home, school and work. This document is available for \$1.00 from the University of Michigan Center for Continuing Education of Women, 330 Thompson St., Ann Arbor, Michigan 48108 (AJ)

Mickish, Ginny, "Can Women Function as Successfully as Men in the Role of Elementary Principal?" Research Reports in Educational Administration, Vol. 11, No. 4."

Colorado Univ., Boulder, Bureau of Educational Research. Report No. 3ER-RR-4. Publ. Date - Jan. 1971, 20p.

Available from "Research Reports", Bureau of Educational Research, Hellems Annex 151, School of Education, University of Colorado, Boulder, 80302 (\$1.50 each).

EDRS Price MF-\$0.76 HC-\$1.58 plus postage

ED 062679 EA 004039

Whereas female elementary principals represent only 31 percent of the elementary principals in the nation, female teachers represent 88 percent of all elementary school teachers. This document reviews the literature on male-female differences in the leadership and management roles of the elementary principalship. (Author/M.F.).

"National Conference on Manpower Training and the Older Worker (Washington, D.C., Jan. 17-19, 1966)." Department of Health, Education and Welfare, Washington, D.C. Department of Labor, Washington, D.C. National Council on the Aging, Inc. New York, N.Y. Publ. Date 1966, 772p.

EDRS Price MF-\$1.39 HC \$38.72 plus postage

ED 016111 VT 004160

Approximately 225 representatives of public and private education, management, labor and federal, state and local agencies participated in the conference which aimed to provide a common platform for the most informed people from many disciplines to focus on this largely unexplored area, identify successful programs and techniques, and identify gaps in knowledge and services and to chart directions for needed research and action. A transcript of the following panel and workshop sessions is given -- (1) Community action on older worker training and employment -- how to get it and maintain it, (2) Reaching out to find and motivate the hard-core unemployed older worker, (3) Selection for training -- do present practices militate against older workers, (4) The role of personal counseling and supportive services in the training and placement of displaced and disadvantaged older workers, (5) New fields of employment and vocational training for older workers, (6) Basic education for adults -- are special tools and techniques needed, (7) Vocational training for adults -- does it pay, are special techniques needed, (8) Age restrictions in hiring -- some efforts to overcome them, and (9) Employment services for older women -- what more is needed. The Appendix contains (1) A Staff report on the conference findings, (2) Congressional testimony by Charles E. Odell, (3) "Equal opportunities for the older worker," by Milton Rosenberg, (4) "Methods of Vocational Training for older workers in French National Railways," by A. Conqueret, and a list of conference participants. (EM)

"New Jersey The Status of Women in Higher Education." A Survey by Committee W of the New Jersey State Conference of the American Association of University Professors. American Association of Univ. Professors, New Jersey State Conference. Publ. Date - April 1972, 31p.
EDRS Price MF-\$0.76 HC \$1.95 plus postage.
ED 082628 HE 004653

Committee W of the Status of Women in the Academic Association of University Professors, distributed a questionnaire to fifty public and private, four year and two year college and university presidents in New Jersey. The questionnaire was designed to gather information about the participation of women in higher education, including distribution among faculty ranks and administrative positions, participation on committees, and policies and practices specifically affecting these women (anti-nepotism and maternity leave policies, part time employment, and child care centers). The stated purpose of the study was to ascertain problem areas so that New Jersey institutions could voluntarily address themselves to those inequities. Conclusions include - (1) Women are disproportionately concentrated at the lower ranks. (2) At all ranks women are particularly underutilized at the four-year institutions. (3) Women are underutilized at upper administrative levels throughout the state. Part-time faculty should have equivalency of rank, salary, responsibility and access to tenure as full time faculty. (5) Each college should evaluate its own committees to determine whether or not women are represented on committees in proportion to their responsibilities on the faculty. (6) Policies concerning nepotism and maternity leave should be written statements and not unwritten practices subjectively interpreted. Appendices include related tables. (Author/P/G)

Radley, Virginia L. "Involvement of Women in the Governance Process - Decision Making." 17p.
EDRS Price MF-\$0.76 HC-\$1.58 plus postage
ED 086061 HE 004962

This document somewhat humorously deals with the topic of women's participation in the administrative process. The author commences by presenting procedures necessary for women to achieve success in administrative circles acceptable to academic deans of the "old school". Then she presents the qualities necessary to be accepted by the personnel deans or deans of women. The author concludes with practical advice for each woman in higher education with administrative ambition; master a subject area; concentrate on teaching students well; go to institutions that have a reputation for according respect to women students and women faculty; write research; belong to professional organizations; travel; cultivate a sense of humor. (Author)

Shulman, Carol Herrnsstadt. "Keeping up with Title IX. ERIC/Higher Education Research Currents." American Association for Higher Education, Washington, D. C.; George Washington Univ., Washington, D.C. ERIC Clearinghouse on Higher Education. Publ. Date - Jan. 1977, 5p.
Available from American Association for Higher Education, One Dupont Circle, Suite 780, Washington, D.C. 20036 (\$.40), EDRS Price MF-\$0.83 HC-\$1.67 plus postage
ED 132910 HE 008464

Regulations implementing Title IX of the Education Amendments of 1972 were published in 1975 amid considerable speculation over their impact on college student affairs. More than one year later, there does not appear to be substantial understanding in the higher education community of what Title IX has meant for students and for administrators. Title IX regulations may already have had some impact on the treatment of women college students. At a minimum, it has compelled college officials to take a close and critical look at the effect of their policies and practices on students' college careers and on their postgraduate plans. At the same time, there may be other aspects of campus life where disparate treatment of men and women students continues to occur. One major issue remains unexamined - the policies and procedures the Office of Civil Rights will use to monitor and enforce Title IX. Until an implementation plan is made known, compliance will depend on the good faith actions of college and university administrators; consequently, the full impact of Title IX cannot be known. (Author?MSE)

Worthington, Robert M. "Career Development and Motivation and Equal Employment Opportunity." Speech presented at the Annual Southwest Management-Labor-Public Interest Conference (13th, Norman, Oklahoma, May 1973) Publ. Date May 4, 1973, 36p.
EDRS Price MF-\$0.76 HC \$1.95 plus postage
ED 091583 CE 001365

Labor market projections for the next six years have implications for education that can best be met by a career development program which runs from nursery school beyond high school, with a different emphasis at each level. A total program must be provided, recognizing individual differences and needs and put into practice by educators who are not afraid to make changes, to experiment, and to support programs extending beyond the schoolhouse walls. The continuing lack of equal employment opportunity for many segments of society point up the fact that career development, with its essential guidance component must be an integral part of any human resources development or manpower training effort. The Office of Education is using many new training techniques and the National Task Force on Education and Training for Minority Business Enterprise is now working on its final report. Efforts are also being directed to the educational needs of American Indians and toward the removal of bias against women in textbooks, school programs, counseling, retraining and employment. (SA)

"The Women's Leadership Project - A One Year Training Project in Adult Education Administration. Final Report." Boston Univ., Mass. School of Education. Sponsoring Agency: Massachusetts State Dept. of Education, Boston. Bureau of Adult Services. Publ. Date - August 1975, 86p, Appendix B will not reproduce well due to faced type.

EDRS Price MF-\$0.83 HC-\$4.67 plus postage
ED 117447 CE 006099

The Women's Leadership Project represents an initial effort to combat discrimination against women in adult education with special emphasis on adult basic education. Overall goals involved leadership development, impact and support to: (1) recruit and prepare 10 qualified women adult educators for leadership positions in adult education, (2) develop a resource center of materials relevant to the leadership status of women in education and disseminate information broadly, and (3) develop an internal/external support system for project participants. The highly individualized program was conceived as strongly field based with emphasis on the relation between theory and practice. Project staff included one full time and three part time faculty representing educational management, curriculum and adult education. Program features included - a special pre-seminar and seminar, supervised management internship in adult education at the local or State level, university course work, and special community impact activities. Specific listings of internships, course conferences/meetings/workshops attended, special impact projects, and resource center offerings are included as well as self-rating forms and progress charts. Appendixes contain: a schematic representation of the project, recommended readings, proseminar schedule, educational leadership appraisal, a workshop description, job referral and placement resources, and resource center readings. (EA)

"Women: A Significant National Resource." Speeches given National Council of Administrative Women in Education Annual Meeting (Atlantic City, New Jersey, February 1971). American Association of School Administrators, Washington, D.C. : National Council of Administrative Women in Education, Washington, D.C. Publ. Date - Feb. 1971. 50p.

Available from National Council of Administrative Women in Education 1201 Sixteenth Street, N.W., Washington, D.C. 20036. (\$1.00 Quantity Discounts).

EDRS Price MF-\$0.76 HC Not Available from EDRS - plus postage.
ED 082297 EA 005398

Believing that society, including children suffers from the under-utilization of more than half the talents available to educational administration, an annual meeting was devoted to a workshop designed to present and provide study of the pertinent facts. Keynote addresses by Congresswoman Edith Green, Wayne O. Reed, Earl C. Funderburk, Dorothy Johnson, and Mathilda Giles include current statistics on the status of women, information relative to that status, and the philosophies presented by the speakers. Emphasis is placed on the significant contribution women can make, particularly in school administration. (Photographs may reproduce poorly.) (Author)